



EXECUTIVE SUMMARY

Selection Process: Chief or Chief Executive Officer of Recruitment and Professional Development

Prepared for

Franklin County Sheriff's Office Sheriff Dallas Baldwin

Submitted by The Cardinal Group II

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September 26, 2022





Background. The Franklin County Sheriff's Office created the Chief or Chief Executive Officer for Recruitment and Professional Development position in spring 2022 as part of an agencywide effort to modernize recruitment, hiring, and professional development for current and future FCSO personnel. The selection process is summarized as follows:

Posting. The posting was open during the month of July 2022 (July 1 – July 28) on a variety of targeted posting sites and social media. Of the 59 applications received, 11 were current or retired FCSO personnel.

Application Review. An application review was conducted according to the two primary criteria required in the job posting:

Public Safety Administrative Experience	HR / Recruitment Leadership Experience
<i>Administrative and / or command leadership experience in public safety, especially corrections and police services.</i>	<i>Leadership or supervisory experience in HR, hiring, backgrounds, and especially recruitment.</i>

Following the application review, 27 candidates remained:

Moved Forward to Interview	Pending (Written)	Disqualify
2	11	14
High Priority	Medium Priority	Low Priority
		32
		Failed Review

Competency-Based Interview. 13 candidates were moved forward to interview; the 14 candidates not disqualified but categorized as “Low Priority” were provided the opportunity to complete the written assignment. From this group of 14, 3 candidates were moved forward to interview based on their scores in the written assignment.

The competency-based interviews were conducted by FCSO executive leadership and proctored by TCG2 staff. Interview panelists were: Chief Interviewer Sherry Woods, Chief Michael Flynn, Chief James Gilbert, Director David Masterson, Chief Geoffrey Stobart, and Chief David Conley (Alternate). Panelists asked questions for each of the six competencies for the position. Results showed five candidates' scores set them apart:



Marvin Hill	88.75%
Jenerrie Harris	84.58%
William Caskey	84.17%
Walt Pesterfield	79.17%
Tresalyn Butler-Sharp	79.17%
Jacquelyn Chambers	75.00%
Gary Cameron	69.79%
Kimberly Bliss	67.92%
Lindsey Alli	66.67%
Napoleon Bell	64.17%
Christopher Hempstead	57.08%
Quo Nguyen	26.25%

Written Assignment. The written assignment was scored according to three competencies (Strategic Thinking, Impact & Influence, and Commitment to FCSO Organizational Culture), including questions about candidates' strategic vision for recruitment that incorporates SIM.

The pre-Assessment Center score was calculated as the sum of the written assignment score weighted at 25%, and the interview score weighted at 75%. One candidate failed to complete the written assignment prior to the deadline.

Candidate	Written	Pre-AC
Marvin Hill	73%	84.81%
Jenerrie Harris	0%	63.44%
William Caskey	69%	80.38%
Walt Pesterfield	58%	73.88%
Tresalyn Butler-Sharp	76%	78.38%

Assessment Center

The Assessment Center was conducted on Wednesday, September 14, 2022. Three candidates completed three activities and assessed by a four-person assessor team according to the competency-based assessment model.

Presentation on Strategic Vision for FCSO Recruitment

Assessors: Sherry Woods, Felicia Rutledge

Competencies: Commitment to FCSO Organizational Culture, Impact & Influence, Strategic Thinking

Marvin Hill	86.67%
William Caskey	56.67%
Tresalyn Butler-Sharp	90.00%



In-Basket

Assessors: Jerry Clayton, Emily Arents

Candidates were assessed based on their responses to 20 different tasks in the form of emails, voicemails, memos, phone calls, and other communications relating to issues typical for the Chief of Recruitment and Professional Development. Candidates had 90 minutes to complete the tasks, then responded to assessor panelists' questioning about their prioritization and response decision-making.

Marvin Hill	70.00%
William Caskey	60.00%
Tresalyn Butler-Sharp	96.67%

Role Plays

Assessors: Sherry Woods, Emily Arents, Felicia Rutledge; Proctor: Eric Waddell

Competencies: Commitment to FCSO Organizational Culture; Team Leadership

Candidates participated in two separate role play scenarios, acting in the role of the Chief of RPD position. The first scenario was a meeting with the Chief of Corrections about managing agency resources to address staffing issues. The second was a meeting with a reporter from local media.

Marvin Hill	72.50%
William Caskey	55.00%
Tresalyn Butler-Sharp	90.00%

Assessment Center Total

The final Assessment Center score was calculated as follows:

10% Presentation

40% In-Basket Exercise

50% Role Plays

The top performer in each of the activities was the overall top candidate for the selection process.

Tresalyn Butler-Sharp	92.67	Highly Recommended
Marvin Hill	72.92	Not Recommended
William Caskey	57.17	Not Recommended

Candidate Tresalyn Butler-Sharp is Highly Recommended for the Chief of Recruitment and Professional Development position.